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A4950-7 a
10/3/81

FMI
Data Processing Survey

Special Research Report Number 30
September 1981

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DATA PROCESSING SURVEY - 1981

PUBLISHED BY:

The Research Division
Food Marketing Institute
1750 K Street, N.W.
Washington, D.C. 20006

Doyle A. Eiler
Director of Research

PRICE:

$4.00 FMI Members
$8.00 Non-Members

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Food Marketing Institute, a non-profit trade association, conducts programs in research, education and public affairs on behalf of its members-retailers and wholesalers from corner stores to supermarket chains-and their customers. FMI membership includes food chains, independent grocers, voluntary wholesalers and cooperatives in the United States, Canada and about 30 foreign countries.

DATA PROCESSING SURVEY - 1981

With the guidance of the Advanced Management Information Systems (AMIS) Committee, the 1981 survey has been expanded to include more complete information on Data Processing employees and the resource commitment to Point-of-Sale. In addition, a new and separate Data Processing Directory has also been developed. The new Directory provides information on hardware, software and systems development activities at 83 food retailers and wholesalers. It may be ordered from FMI's publication sales division at a price of $15.00 for FMI members and $30.00 for non-members (an order form is in the back of this report).

Questionnaires were mailed to the Director of Data Processing of the 207 FMI member companies with sales of $50 million or more. With one follow-up mailing, usable questionnaires were returned by 82 companies. A copy of the questionnaire has been included in this report.

In order to increase the usefulness of the report, the survey results have been tabulated by size of company and whether a retailer or wholesaler. Where appropriate, the data has been weighted by size of company in calculating the reported means. For Data Processing expense as a percent of sales, a complete listing of all the reported data is given.

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TABLE 1

Number of Respondents by Size and Type of Company

Company Size	Number of Companies		
	Retailers	Wholesalers	Total
Less than $100m	9	No Data	9
$100m to $249m	10	2	12
$250m to $499m	20	2	22
$500m or greater	28	11	39
Total	67	15	82

TABLE 2

Average Number of Data Processing Employees by Size and Type of Company

Company Size	Number of Companies	
	Retailers	Wholesalers
Less than $100m	5.5	No Data
$100m to $249m	9.2	14.8
$250m to $499m	20.7	35.3
$500m or greater	89.9	94.4
Average	45.8	75.9

TABLE 3

Company Sales (in million dollars) Per Data Processing Employee by Size and Type of Company

Company Size	Sales Per DP Employee	
	Retailers	Wholesalers
Less than $100m	$ 20.5	No Data
$100m to $249m	14.1	$ 8.5
$250m to $499m	18.5	11.7
$500m or greater	17.7	11.1
Average	$ 18.0	$ 10.8

TABLE 4

Proportion of Data Processing Employees in
Each Job Title by Size of Retailer

Job Titles	Less than $100m	$100m-$249m	$250m-$499m	$500m+	Average
Systems					
Administration & Mgmt.	7.8%	10.2%	6.7%	3.9%	4.5%
Project Management	.7	2.4	2.4	2.9	2.8
Systems Analysts	5.2	1.9	3.3	4.9	4.6
Programmer/Analysts	13.1	10.9	11.6	10.3	10.6
Programmers	10.6	12.1	7.3	6.6	6.9
Technical Support	.0	3.3	3.7	4.5	4.3
Other	.0	.0	1.9	2.3	2.1
Total Systems	37.4%	40.8%	36.9%	35.4%	35.8%
Operations					
Administration & Mgmt.	11.1%	6.5%	6.2%	7.2%	7.1%
Computer Operators	28.3	18.8	17.4	18.1	18.1
Data Entry	21.2	27.4	28.0	23.9	24.6
Output Distribution	.0	1.6	3.3	4.4	4.1
Data Control	2.0	4.9	5.4	5.0	5.0
Other	.0	.0	2.8	6.0	5.3
Total Operations	62.6%	59.2%	63.1%	64.6%	64.2%
Total Data Processing	100.0%	100.0%	100.0%	100.0%	100.0%

TABLE 5

Proportion of Data Processing Employees in
Each Job Title by Size of Wholesaler

Job Titles	Less than $100m	$100m-$249m	$250m-$499m	$500m+	Average
Systems					
Administration & Mgmt.	No Data	8.5%	11.3%	4.0%	4.6%
Project Management		6.8	.0	4.8	4.5
Systems Analysts		.0	.0	2.8	2.6
Programmer/Analysts		13.5	11.4	12.5	12.5
Programmers		6.8	3.5	5.2	5.1
Technical Support		.0	4.3	4.4	4.3
Other		.0	.0	2.9	2.6
Total Systems	No Data	35.6%	30.5%	36.6%	36.2%
Operations					
Administration & Mgmt.	No Data	15.3%	4.3%	7.9%	7.9%
Computer Operators		20.3	15.6	17.9	17.8
Data Entry		22.0	38.3	23.3	24.2
Output Distribution		3.4	.0	2.9	2.7
Data Control		3.4	9.9	6.3	6.5
Other		.0	1.4	5.1	4.7
Total Operations	No Data	64.4%	69.5%	63.4%	63.8%
Total Data Processing	100.0%	100.0%	100.0%	100.0%	100.0%

TABLE 6

Average Years of DP Experience
by Size of Retailer

DP Experience	Less than $100m	$100m-$249m	$250-$499m	$500m+	Average
Programmers	4.9 yrs.	5.6 yrs.	7.0 yrs.	3.7 yrs	4.3 yrs.
Analysts	9.8	5.4	6.3	7.9	7.6
Operators	5.6	5.9	3.7	3.6	3.7
All DP Professionals	7.0 yrs.	7.0 yrs.	6.8 yrs.	6.6 yrs.	6.6 yrs.

TABLE 7

Average Years of DP Experience
by Size of Wholesaler

DP Experience	Less than $100m	$100m-$249m	$250m-$499m	$500m+	Average
Programmers	No Data	3.9 yrs.	No Data	4.7 yrs.	4.7 yrs.
Analysts	No Data	6.0	No Data	7.9	7.7
Operators	No Data	4.0	No Data	3.7	3.8
All DP Professionals	No Data	7.8 yrs.	No Data	6.6 yrs.	7.0 yrs.

TABLE 8

Average Annual Employee Turnover Rate
by Size of Retailer

Employees	Less than $100m	$100m-$249m	$250m-$499m	$500m+	Average
Programmers	39.7%	15.9%	14.8%	17.2%	17.4%
Analysts	2.6	10.0	4.1	9.2	8.3
Operators	4.8	10.5	15.2	15.7	15.6
All DP Professionals	1.4%	13.5%	11.2%	11.2%	11.4%

TABLE 9

Average Annual Employee Turnover Rate
by Size of Wholesaler

Employees	Less than $100m	$100m-$249m	$250m-$499m	$500m+	Average
Programmers	No Data	.0%	18.2%	18.3%	17.3%
Analysts	No Data	.0	.0	11.2	11.2
Operators	No Data	20.0	10.5	12.1	12.4
All DP Professionals	No Data	.0%	12.9%	13.8%	13.1%

TABLE 10

Average Data Processing Expense including Employee Fringes
by Size and Type of Company

Company Size	Retailers		Wholesalers	
	Last Fiscal Year	Budget this Year	Last Fiscal Year	Budget this Year
Less than $100m	$ 182,000	$ 212,000	No Data	No Data
$100m to $249m	240,000	300,000	$ 541,500	$ 567,000
$250m to $499m	781,000	958,000	1,239,000	No Data
$500m or greater	3,861,000	4,493,000	3,629,000	4,457,000
Average	$ 1,985,000	$ 2,458,000	$ 2,899,000	$ 3,657,000

TABLE 11

Average Expected Increase in Data Processing
Budget Next Year by Size and Type of Company

Company Size	Retailers	Wholesalers
Less than $100m	21.3%	No Data
$100m to $249m	12.2	3.6%
$250m to $499m	16.5	No Data
$500m or greater	12.9%	13.8%
Average	15.2%	11.6%

TABLE 12

Expected Increase in Data Processing Budget
Next Year Listed by Size and Type of Company

Company Size	Listing of Expected DP Increase					
	Retailers			Wholesalers		
Less than $100m	5.0%	8.0%	35.0%	No Data		
	5.0	10.0	85.0			
	7.0	15.0				
$100m to $249m	6.0%	10.0%	14.0%	2.3%		
	8.0	12.0	23.0	5.0		
$250m to $499m	7.5%	13.5%	20.0%	No Data		
	8.0	15.0	20.0			
	10.0	15.0	21.0			
	10.0	16.3	21.0			
	10.0	18.0	26.0			
	11.0	20.0	40.0			
	12.0					
$500m or greater	.9%	11.0%	16.0%	2.0%	12.0%	16.0%
	5.0	11.0	16.0	5.0	15.0	20.0
	5.0	12.0	17.0	10.0	15.0	22.0
	8.0	14.0	18.0	12.0		
	10.0	15.0	18.0			
	10.0	15.0	20.0			
	10.0	15.0	20.0			
	10.0	15.0	20.0			
	10.0	15.0				

TABLE 13

Data Processing Expense Budget As a
Percent of Net Company Sales by Size
and Type of Company

Company Size	Most Recent Fiscal Year	
	Retailers	Wholesalers
Less than $100m	.26%	No Data
$100m to $249m	.26	.52%
$250m to $499m	.29	No Data
$500m or greater	.27	.42
Average	.27%	.42%

TABLE 14

Data Processing Expense Budget As a Percent of Net Company Sales Listed By Size and Type of Company

Company Size	Listing of DP Expense As Percent of Sales					
	Retailers			Wholesalers		
Less than $100m	.10%	.18%	.33%	No Data		
	.10	.21	.54			
	.16	.24				
$100m to $249m	.13%	.23%	.38%	.32%		
	.19	.30	.80	.60		
	.21					
$250m to $499m	.11%	.20%	.25%	No Data		
	.13	.20	.30			
	.13	.20	.32			
	.15	.20	.37			
	.18	.21	.52			
	.18	.25	.60			
	.19					
$500m or greater	.10%	.20%	.30%	.26%	.36%	.50%
	.12	.22	.33	.30	.36	.50
	.13	.23	.40	.33	.40	.51
	.15	.24	.40	.35	.50	
	.16	.24	.40			
	.16	.25	.44			
	.18	.26	.54			
	.20	.29	.80			

TABLE 15

Data Processing Expense Distribution
for Most Recent Fiscal Year by Size of Retailer

Expenses	Less than $100m	$100m-$249m	$250m-$499m	$500m+	Average
Wages, Salaries, Fringes	48.0%	46.1%	48.9%	49.4%	49.2%
Equipment Rental, Maintenance, Rental, Depreciation	31.1	29.3	28.9	29.3	29.3
Software Rental	3.6	2.8	4.0	2.1	2.4
Data Communications	1.6	2.7	.9	2.6	2.3
Service Bureaus	.3	5.3	.1	.2	.2
Outside Professional Services	.4	.4	1.6	2.2	2.1
Education, Training	1.3	2.0	.7	.6	.7
Supplies	8.8	8.3	13.0	9.6	10.1
Other	4.9	3.1	1.9	4.0	3.7
Total	100.0%	100.0%	100.0%	100.0%	100.0%

TABLE 16

Data Processing Expense Distribution
for Most Recent Fiscal Year by Size of Wholesaler

Expenses	Less than $100m	$100m-$249m	$250m-$499m	$500m+	Average
Wages, Salaries, Fringes	No Data	44.5%	46.7%	43.8%	44.0%
Equipment Rental, Maintenance, Rental, Depreciation		38.5	32.1	34.2	34.2
Software Rental		2.4	2.9	2.5	2.5
Data Communications		.0	2.5	1.8	1.8
Service Bureaus		.0	.0	.0	.0
Outside Professional Services		3.1	.0	.9	.9
Education, Training		.3	1.2	1.1	1.1
Supplies		10.2	14.6	11.5	11.6
Other		1.0	.0	4.2	3.9
Total	No Data	100.0%	100.0%	100.0%	100.0%

TABLE 17

Systems Development Activity by
Size of Retailer

Activities	Less than $100m	$100m-$249m	$250m-$499m	$500m+	Average
Internal DP Projects (Research, Performance improvement, etc.)	10.0%	12.6%	11.0%	8.1%	8.6%
Maintenance of existing applications	21.7	28.2	29.7	22.3	23.5
Enhancement of existing applications	31.0	27.6	26.0	27.5	27.4
New Applications Development	37.3	31.6	33.3	42.1	40.5
Total	100.0%	100.0%	100.0%	100.0%	100.0%

TABLE 18

Systems Development Activity by
Size of Wholesaler

Activities	Less than $100m	$100m-$249m	$250m-$499m	$500m+	Average
Internal DP Projects (Research, Performance improvement, etc.)	No Data	20.5%	8.8%	9.1%	9.4%
Maintenance of existing applications		16.2	18.7	25.7	25.1
Enhancement of existing applications		20.0	28.0	30.3	29.8
New Applications Development		43.3	44.5	34.9	35.7
Total	No Data	100.0%	100.0%	100.0%	100.0%

TABLE 19

Average Hours Per Week Primary Data
Processing Facility Operates by Size and Type of Company

Company Size	Hours	
	Retailers	Wholesalers
Less than $100m	47.4 hrs.	No Data
$100m to $249m	64.2	122.7 hrs.
$250m to $499m	101.2	88.7
$500m or greater	131.8	156.7
Average	101.7 hrs.	138.2 hrs.

TABLE 20

Average Length (in years) of Long-Range
EDP Plan by Size and Type of Company

Company Size	Length of Plan	
	Retailers	Wholesalers
Less than $100m	2.8 yrs.	No Data
$100m to $249m	1.9	2.0 yrs.
$250m to $499m	3.0	2.5
$500m or greater	2.8	3.0
Average	2.7 yrs.	2.8 yrs.

TABLE 21

Proportion of Companies with a Formal
Disaster Recovery Plan by Size and Type of Company

Company Size	Retailers	Wholesalers
Less than $100m	22%	No Data
$100m to $249m	20	0%
$250m to $499m	35	50
$500m or greater	39	45
Average	33%	40%

TABLE 22

Proportion of Companies with a Senior Management
Committee for Establishing Project Priorities by Size and Type of Company

Company Size	Retailers	Wholesalers
Less than $100m	56%	No Data
$100m to $249m	40	0%
$250m to $499m	60	50
$500m or greater	75	82
Average	63%	67%

TABLE 23

Proportion of Companies Where DP Department is Responsible for Administrative Services (mail room, word processing, etc.) by Size and Type of Company

Company Size	Retailers	Wholesalers
Less than $100m	11%	No Data
$100m to $249m	0	0%
$250m to $499m	15	0
$500m or greater	32	18
Average	19%	13%

TABLE 24

Proportion of Companies that Measure Programmer/Analyst Productivity by Size and Type of Company

Company Size	Retailers	Wholesalers
Less than $100m	11%	No Data
$100m to $249m	20	0%
$250m to $499m	25	50
$500m or greater	36	27
Average	27%	27%

TABLE 25

Proportion of Companies with a 40-Hour
Programmer Work Week by
Size and Type of Company

Company Size	Retailers	Wholesalers
Less than $100m	100%	No Data
$100m to $249m	78	100%
$250m to $499m	75	100
$500m or greater	75	73
Average	78%	80%
Average Work Week	39.6 hrs.	39.8 hrs.

TABLE 26

Proportion of Companies with a 40-Hour
Analysts Work Week by
Size and Type of Company

Company Size	Retailers	Wholesalers
Less than $100m	60%	No Data
$100m to $249m	86	100%
$250m to $499m	76	100
$500m or greater	75	73
Average	75%	79%
Average Work Week	39.8 hrs.	39.8 hrs.

TABLE 27

Proportion of Companies with Flextime
by Size and Type of Company

Company Size	Retailers	Wholesalers
Less than $100m	44%	No Data
$100m to $249m	30	50%
$250m to $499m	30	50
$500m or greater	46	27
Average	39%	33%

TABLE 28

Proportion of Companies Which Charge Out for DP Services by Size of Retailer

Services	Less than $100m	$100m-$249m	$250m-$499m	$500m+	Average
Systems Development					
100%	11%	0%	10%	11%	9%
Partly	11	10	10	7	9
Not At All	78	90	80	82	82
Operations					
100%	11%	0%	10%	14%	10%
Partly	22	10	10	18	15
Not At All	67	90	80	68	75

TABLE 29

Proportion of Companies Which Charge Out for DP Services by Size of Wholesaler

Services	Less than $100m	$100m-$249m	$250m-$499m	$500m+	Average
Systems Development					
100%	No Data	0%	0%	36%	27%
Partly	No Data	0	50	27	27
Not At All	No Data	100	50	37	46
Operations					
100%	No Data	0%	0%	45%	33%
Partly	No Data	50	0	36	33
Not At All	No Data	50	100	19	34

TABLE 30

Experience with Selected Technologies by Type of Company

Level of Experience	Data Base	On-Line	Distributing Processing	Retailers Office Automation	Data Communications	Microfiche	Laser Printing
None	13%	5%	24%	27%	9%	19%	49%
Evaluation	43	7	18	45	7	18	37
Development	6	6	12	9	6	5	2
Limited Use	23	40	31	16	33	42	9
Advanced Use	15	42	15	3	45	16	3

TABLE 31

Experience with Selected Technologies by Type of Company

Level of Experience	Data Base	On-Line	Distributing Processing	Wholesalers Office Automation	Data Communications	Microfiche	Laser Printing
None	7%	0%	13%	33%	0%	20%	40%
Evaluation	20	0	27	47	0	20	40
Development	13	7	7	7	7	7	0
Limited Use	0	13	13	13	33	33	7
Advanced Use	60	80	40	0	60	20	13

TABLE 32

Number of Non-Store Employees Who Are Involved
in POS Support by Size and Type of Company

Company Size	Number of Non-Store Employees Retailers	Wholesalers
DP Employees		
Less than $100m	1.0	No Data
$100m to $249m	1.5	.7
$250m to $499m	1.9	.0
$500m or greater	4.0	3.7
Average	2.8	3.1
Other Departments		
Less than $100m	2.1	No Data
$100m to $249m	2.1	.6
$250m to $499m	2.8	.0
$500m or greater	5.4	3.2
Average	4.0	2.7

TABLE 33

Number of POS Installations by
Size and Type of Company

Company Size	Number of POS Installations Retailers	Wholesalers
Currently Supported		
Less than $100m	7.4	No Data
$100m to $249m	6.7	8.5
$250m to $499m	13.4	.0
$500m or greater	106.0	17.3
Average	50.3	13.8
Anticipated by 12/31/82		
Less than $100m	7.6	No Data
$100m to $249m	12.2	23.0
$250m to $499m	19.6	7.5
$500m or greater	120.2	36.0
Average	59.0	30.5

TABLE 34

Data Processing Budget for
POS Support by Size and Type of Company

Budget	Retailers				
	Less than $100m	$100m-$249m	$250m-$499m	$500m+	Average
Wages, Salaries, Fringes	$ 13,343	$ 22,813	$ 39,520	$111,732	$ 71,859
Hardware Cost	9,340	13,250	27,752	21,587	20,658
Software Cost	1,672	2,425	13,293	10,559	9,177
Communications	335	3,700	4,005	12,667	8,063
Other	0	0	1,786	5,400	3,224
Total	$ 24,690	$ 42,188	$ 86,356	$161,945	$112,981

TABLE 35

Data Processing Budget for
POS Support by Size and Type of Company

Budget	Wholesalers				
	Less than $100m	$100m-$249m	$250m-$499m	$500m+	Average
Wages, Salaries, Fringes	No Data	$ 7,000	$ 0	$ 81,625	$ 56,750
Hardware Cost		5,000	0	38,925	27,617
Software Cost		3,000	0	50,750	34,833
Communications		0	0	4,283	2,855
Other		0	0	3,750	2,500
Total	No Data	$ 15,000	$ 0	$179,333	$124,555

TABLE 36

Developed Programs for Soft Savings
from POS Data by Size and Type of Company

Company Size	Retailers	Wholesalers
Less than $100m	33%	No Data
$100m to $249m	30	0%
$250m to $499m	35	0
$500m or greater	57	64
Average	43%	47%

TABLE 37

Production Reports for Soft Savings from
POS Data by Size and Type of Company

Company Size	Retailers	Wholesalers
Less than $100m	22%	No Data
$100m to $249m	30	0%
$250m to $499m	50	0
$500m or greater	57	55
Average	46%	40%

TABLE 38

One-Time Reports for Soft Savings from
POS Data by Size and Type of Company

Company Size	Retailers	Wholesalers
Less than $100m	22%	No Data
$100m to $249m	30	50%
$250m to $499m	35	0
$500m or greater	57	55
Average	42%	47%

FMI DATA PROCESSING QUESTIONNAIRE
1981

1. Number of Data Processing Employees (you may use fractional allocations):

Systems	Number of Employees
Administration & Management	_____
Project Management	_____
Systems Analysts	_____
Programmer/Analysts	_____
Programmers	_____
Technical Support	_____
Other	_____
Total Systems	_____
Operations	
Administration & Management	_____
Computer Operators	_____
Data Entry	_____
Output Distribution	_____
Data Control	_____
Other	_____
Total Operations	_____
Total Data Processing	_____

2. Employee Experience and Turnover Rate:

	Average Years of DP Experience	Annual Turnover Rate
Programmers	_____	_____%
Analysts	_____	_____%
Operators	_____	_____%
All DP Professionals	_____	_____%

3. Company Data Processing Expense:

Total DP expense including employee fringes last fiscal year . . . $_____
Budgeted DP expenses this year including employee fringes . . . . . $_____
Expected increase in DP budget next year . . . . . _____%

Total Company DP expense budget this fiscal year as a percent of company net sales . . . . . _____%

4. Percent of Total Company Data Processing Expense (last fiscal year) for:

Wages, Salaries and Fringes	_____
Equipment Rental, Maintenance, Rental, Depreciation	_____
Software Rental	_____
Data Communications	_____
Service Bureaus	_____
Outside Professional Services	_____
Education, Training	_____
Supplies	_____
Other	_____
Total	100%

5. Percent of Systems Development Activity Allocated to:

Internal DP projects (research, performance improvement, etc.)	_____
Maintenance of existing applications	_____
Enhancement of existing applications	_____
New applications development	_____
Total	100%

6. Number of hours per week your primary EDP facility operates _____ hrs.

7. Length of your long-range EDP plan _____ yrs.

8. Does your company have a formal disaster recovery plan? _____ Yes _____ No

9. Senior Management Steering Committee for establishing project priorities? _____ Yes _____ No

10. Is the DP department responsible for administrative services (mail room, word processing, etc.)? _____ Yes _____ No

11. Does your company measure Programmer/Analyst productivity? _____ Yes _____ No

12. Standard work week for:

Programmers _____ hrs/wk. Analysts _____ hrs/wk.

Flextime _____ Yes _____ No

13. Does your company charge out for DP services?

Systems Development	_____	100%	_____	Partly	_____ Not at all
Operations	_____	100%	_____	Partly	_____ Not at all

14. Experience with selected technologies (check one box for each technology):

Level of Experience	Data Base	On-Line	Distrib. Process.	Office Automa.	Data Commun.	Micro-fiche	Laser Printing
Evaluation							
Development							
Limited Use							
Advanced Use							

15. Point-of-Sale:

Number of non-store employees in company who are involved in POS support (you may use fractional allocations):

DP Employees . . . . . _____
Other Departments . . . . . _____

POS Installations:

Number currently supported . . . . . _____
Number anticipated as of
December 31, 1982 . . . . . _____

DP budget for POS support:

Wages, Salaries, Fringes . . . . . $_____
Hardware Cost . . . . . _____
Software Cost . . . . . _____
Communications . . . . . _____
Other . . . . . _____

Total . . . . . $_____

Have you developed programs for soft savings from POS data . . . . . _____ Yes _____ No

Production Reports . . . . . _____ Yes _____ No
One-Time Reports . . . . . _____ Yes _____ No

Return to:
Food Marketing Institute
Research Department
1750 K Street, N.W.
Washington, DC 20006

Completed by _____

Title _____

FMI DATA PROCESSING DIRECTORY

For the first time, a Directory which provides company by company information on:

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